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**WORKLIFE BALANCE, JOB SATISFACTION, SOCIAL SUPPORT
AND EMPLOYEE JOB PERFORMANCE AMONG POSTGRADUATE
STUDENTS IN UUM**

KHAIRANI SYUHADA BINTI ABDUL RAHMAN



**MASTER OF HUMAN RESOURCES IN MANAGEMENT
UNIVERSITI UTARA MALAYSIA
2019**

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STUDENTS IN UUM**

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UUM
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Resources in Management**



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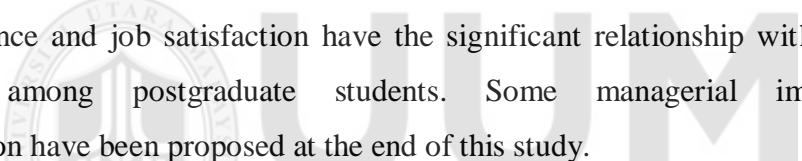
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ABSTRACT

As the work productivity of working adults has been increasing in recent years due to the changing of work environment and standard of living, many employee are trying their best to improve their job satisfaction and performance by continue their tertiary academic level. Hence, this study is aimed to examine the factors that affect employee job performance among postgraduate students in Universiti Utara Malaysia (UUM) and used quantitative method in order to determine the relationship between all the independent variables and dependent variable. This study assesses three key factors which act as independent variables (work life balance, job satisfaction and social support) that influence the dependent variable (employee job performance) among postgraduate students. A sample of 141 postgraduate students in Universiti Utara Malaysia (UUM) was targeted as respondents to answer the self-administrative questionnaire. Each hypothesis was tested by using a Statistic Package for Social Science (SPSS) version 24. The research findings show that only two factors that are work life balance and job satisfaction have the significant relationship with employee job performance among postgraduate students. Some managerial implication and recommendation have been proposed at the end of this study.



Keywords: Work-life Balance, Job satisfaction, Social Support, Employee Job Performance and Postgraduate Students

ABSTRAK

Dewasa ini, produktiviti kerja dilihat semakin meningkat dari tahun ke tahun disebabkan oleh keadaan persekitaran yang pesat membangun dan peningkatan gaya hidup individu. Oleh yang demikian, terdapat ramai pekerja pada masa ini mengambil keputusan menyambung pengajian mereka ke peringkat yang lebih tinggi demi untuk mencapai kepuasan dan meningkatkan prestasi kerja mereka. Oleh hal yang demikian, kajian ini dijalankan bertujuan untuk mengkaji faktor-faktor yang dilihat dapat mempengaruhi prestasi pekerja dikalangan pelajar yang mengikuti program separuh masa di Universiti Utara Malaysia (UUM) dengan menggunakan kaedah kuantitatif untuk melihat kebergantungan terhadap pemboleh ubah yang digunakan. Kajian ini menilai tiga faktor utama yang bertindak sebagai pemboleh ubah tidak bersandar iaitu (keseimbangan antara kehidupan peribadi dan kerja, kepuasan kerja dan sokongan sosial) yang mampu mempengaruhi pemboleh ubah bersandar iaitu (prestasi pekerja) dikalangan pelajar pascasiswazah separuh masa. Seramai 141 sampel pelajar pascasiswazah separuh masa Universiti Utara Malaysia disasarkan sebagai responden untuk menjawab soalan kaji selidik ini. Setiap hipotesis telah diuji dengan menggunakan *Statistic Package for Social Science* (SPSS) versi 24. Hasil kajian menunjukkan hanya dua faktor yang dilihat signifikan dengan prestasi pekerja iaitu keseimbangan antara kehidupan peribadi dan kerja serta kepuasan kerja. Beberapa implikasi dan cadangan pengurusan telah dicadangkan pada akhir kajian ini.

Kata Kunci: Keseimbangan antara Kehidupan Peribadi dan Kerja, Kepuasan Kerja, Sokongan Sosial, Pascasiswazah Separuh Masa

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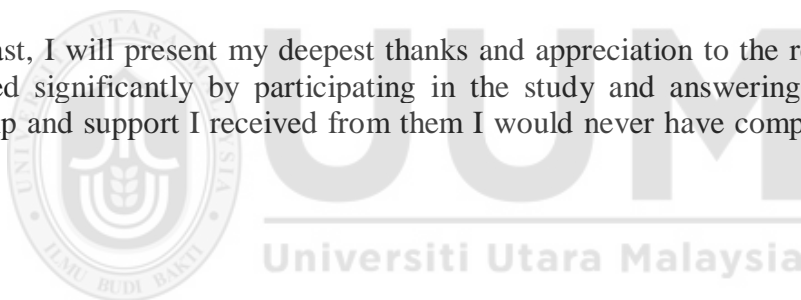


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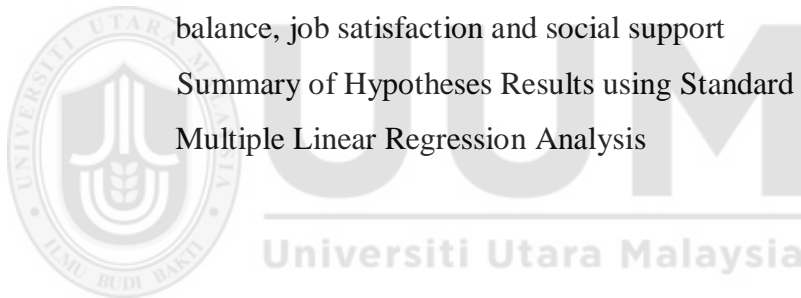
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LIST OF ABBREVIATIONS

Abbreviation	Description of Abbreviation
WLB	Work-life Balance
JS	Job Satisfaction
SS	Social Support
EJP	Employee Job Performance
MOHE	Ministry of Higher Education
NHESP	National Higher Education Strategies Plan
OECD	Organization for Economic Co-operation and Development
UUM	Universiti Utara Malaysia
PhD	Doctor of Philosophy
OYA	Othman Yeop Abdullah
KSAOs	Knowledge, Skills, Ability, and Others
DV	Dependent Variable
IV	Independent Variables
SPSS	Statistical Package for Social Science
COB	School of Business

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The purpose of this chapter is to provide an overview related to this study, includes background of the study, problem statement, research questions and research objectives, the significances of the research, scope of the study and definition of key terms due to the respect to work-life balance (WLB), job satisfaction (JS), social support (SS) and employee job performance (EJP) which set as a scope of this research study.

1.2 Background of the Study

As we are in the brink of new technologies, the population's competencies and skills need to be improved along with the changes of speed and growing in technologies. To cope with the globalization, societies are required to upgrading their lives includes their private and work lives through adult lifelong learning (Jenkins, Vignoles, Wolf, & Galindo-Rueda, 2003). Lifelong learning really benefits individual growth especially in terms of self-esteem as they are likely to value things more.

Lifelong learning is said to enhance employment prospects by helps the employed adult learners to acquire new competencies and developing skills to obtain work-related benefits for their career progression (Ambrosio, Araujo e Sa, & Simoes, 2014). Ministry of Higher Education (MOHE) through its blueprint of the sixth thrust of the National Higher Education Strategies Plan (NHESP) has outline the initiatives strategy of government in

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Appendix A: List of Postgraduate's Data UUM, COB

Course	Study Mode		
	Full Time	Part Time	Grand Total
D. Mgmt. (COB)	23	-	23
DBA	28	291	319
MBA	22	94	116
MEc. - coursework	3	3	6
MEc. (CW & D)	7	28	35
MEc. (Research)	3	1	4
MHRM - by research	3	5	8
MHRM - coursework	47	172	219
MIBS - by coursework	17	7	24
MIBS - by research	2	1	3
MIFB	25	61	86
MSc (Operation Mgmt.)	2	6	8
MSc (OSHM) - coursework	6	125	131
MSc. (Acct)	2	2	4
MSc. (Banking) - coursework	-	5	5
MSc. (Banking) - research	1	-	1
MSc. (Finance) - coursework	16	109	125
MSc. (Finance) - research	3	-	3
MSc. (Insurance)	1	-	1
MSc. (Inter. Acct)	17	2	19
MSc. (Inter. Acct.)	22	36	58
MSc. (Inter. Acct.) - LHDN	-	17	17
MSc. (Islamic Finance)	3	-	3
MSc. (Management) - coursework	53	151	204
MSc. (Mgmt) - Research	21	10	31
MSc. (Mgmt.) - INTAN	-	1	1
MSc. (OSHM) - coursework	-	7	7
MSc. (OSHM) - Research	2	1	3
MSc. (Tech. Mgmt.)	11	6	17
P.Doc. (Accounting)	1	-	1
P.Doc. (Business Mgmt.)	2	-	2
P.Doc. (Economics)	1	-	1

P.Doc.(Tech. Oper.& Log. Mgmt)	1	-	1
Ph.D (Entrepreneurship)	16	6	22
Ph.D (Healthcare Management)	3	2	5
Ph.D (Islamic Economics)	2	-	2
Ph.D (Islamic Finance&Banking)	43	14	57
Ph.D (Islamic Mgmt.)	14	10	24
Ph.D (Muamalat & Syariah Adv.)	2	1	3
Ph.D. (Economics)	41	25	66
Ph.D. (Marketing)	38	12	50
Ph.D. (OSHM)	3	2	5
PhD (Accounting)	125	21	146
PhD (Agribusiness)	2	-	2
PhD (Business Info. Systems)	3	2	5
PhD (Cons. & Market Analysis)	3	3	6
PhD (Fin. Analysis & Policy)	7	3	10
PhD (Finance & Banking)	78	12	90
PhD (HRM)	47	23	70
PhD (Indus. & Dev. Economics)	3	1	4
PhD (Innov. & Entrepreneurship)	6	1	7
PhD (Leadership & OB)	7	6	13
PhD (Management Info. System)	2	2	4
PhD (Management)	114	34	148
PhD (Risk Management and Insur	1	-	1
PhD (Techno, Operation & Log.)	62	64	126
Grand Total	967	1385	2352

Appendix B: Questionnaires



Title:

The Influence of Work-Life Balance, Job Satisfaction, and Social Support on Job Performance among Working Adult Students in UUM

Dear respected respondents,

You are invited to participate in this research entitled “**Title: The Influence of Work-Life Balance, Job Satisfaction, and Social Support on Job Performance among Working Adult Students in UUM**”. Please answer all items in the questionnaire honestly and carefully as it will influence the result of the research. Information obtained from this questionnaire **WILL BE TREATED STRICTLY CONFIDENTIAL** and will be used solely for academic purposes. Thanks for your time in responding to this questionnaire. Your participation is highly appreciated.

Sincerely,

Khairani Syuhada Binti Abdul Rahman

Master in Human Resource Management

University Utara Malaysia

06010 Sintok, Kedah

H/P: 010-7059691

Email: khsyar13@gmail.com

Section A: Respondents' background information

Q1. Gender

- ☐ Male
☐ Female

Q2. Age

- ☐ 25 and below ☐ 36-45
☐ 26-35 ☐ 46 and above

Q3. Education

- ☐ Master's Degree
☐ Doctorate Degree

Q4. Marital Status

- ☐ Single
☐ Married
☐ Widowed



Q5. Number of children _____

Q6. Tenure in current job

- ☐ Less than 9 years
☐ 10 to 19 years
☐ Above 20 years

Q7. Industry Sector

- ☐ Service ☐ Manufacturing/Production
☐ Education ☐ Others

Section B: Work-life Balance

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick (✓) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

	Question	1	2	3	4	5
1	It is easy for me to balance the demands of work and also my personal life.					
2	I have sufficient time away from my job to maintain adequate work and personal life balance.					
3	When I take a holiday, I am able to separate myself from work and enjoy myself.					
4	I feel successful in balancing between my work and personal life.					
5	I feel drained when go back to home from work because of work-pressure and problem.					

Section C: Job Satisfaction

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick (✓) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

No	Question	1	2	3	4	5
1	I am satisfied with being busy at work most of the time.					
2	I am satisfied with working in this organisation as it gives me the chance to do tasks that make use of my abilities.					
3	I am satisfied with working in this organisation as it gives me the chance to work autonomously most of the time.					
4	I am satisfied with the pay that I get for the work I do.					
5	I am satisfied with the working conditions.					
6	I am satisfied with working in this organisation as it gives					

	me the chance for advancement.					
7	I am satisfied with the way my supervisor deals with his employees.					
8	If I had the opportunity to start over again, I would choose the same type of work I presently do.					
9	Taking into consideration all things about my job, I am very satisfied.					

Section D: Social Support

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick (√) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

No	Question	1	2	3	4	5
1	I regularly spend time with my co-workers outside of work hours.					
2	I always discuss important personal problems with my co-workers.					
3	My supervisor is not willing to listen to my job-related problems.					
4	My supervisor can be relied on when things get tough in my job.					
5	My supervisor really tries to help me.					
6	My family does not show a lot of concern in my job.					
7	My family gives helpful advice to me in completing the job.					
8	My friends can share the joys and sorrows with me.					
9	I can talk about my problems with my friends.					

Section E: Job Performance

Instruction: Please respond to each of the following statement to indicate your level of agreement using the scale below. Please tick (✓) in the space provided.

1-Strongly disagree 2-Disagree 3-Neutral 4-Agree 5-Strongly Agree

No	Question	1	2	3	4	5
1	Overall my work performance is good.					
2	I can get along with anybody in University.					
3	I can complete my work task on time.					
4	I achieve the quality of performance as set by my university.					
5	I am able to achieve and fulfil the work performance goals.					



Thank you for your time and cooperation

End of Questions

UUM
Universiti Utara Malaysia

Appendix C: Data Output SPSS

A. Frequency Analysis

I. Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	105	74.5	74.5	74.5
	Male	36	25.5	25.5	100
	Total	141	100	100	

II. Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25 and below	68	48.2	48.2	48.2
	26 - 35	49	34.8	34.8	83
	36 - 45	17	12.1	12.1	95
	45 and above	1	0.7	0.7	95.7
	46 and above	6	4.3	4.3	100
	Total	141	100	100	

III. Education

Education			
		Frequency	Percent
Valid	Doctorate Degree	28	19.9
	Master's Degree	19	13.5
	Master's Degree	94	66.7
	Total	141	100

IV. Marital Status

Marital Status			
		Frequency	Percent
Valid	Married	47	33.3
	Single	93	66
	Widowed	1	0.7
	Total	141	100

V. Number of Children

Number of Children					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	101	71.6	71.6	71.6
	1	14	9.9	9.9	81.6
	2	7	5	5	86.5
	3	5	3.5	3.5	90.1
	4	6	4.3	4.3	94.3
	5	5	3.5	3.5	97.9
	6	2	1.4	1.4	99.3
	7	1	0.7	0.7	100

VI. Tenure in Current Job

Tenure in current job					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 to 19 years	18	12.8	12.8	12.8
	10 to 9 years	2	1.4	1.4	14.2
	Above 20 years	10	7.1	7.1	21.3
	Less than 9 years	111	78.7	78.7	100
	Total	141	100	100	

VII. Industry Sector

Industry Sector					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Education	26	18.4	18.4	18.4
	Manufacturing/Production	26	18.4	18.4	36.9
	Others	43	30.5	30.5	67.4
	Service	46	32.6	32.6	100
	Total	141	100	100	

B. Descriptive Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
WLB	141	1	5	3.4695	0.72742
JS	141	1	5	3.6399	0.76156
SS	141	1	5	3.1792	0.52949
JP	141	1	5	3.8582	0.74777
Valid N (listwise)	141				

C. Reliability Analysis

1) The Reliability Analysis for Pilot Test

I. Work Life Balance (WLB)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.603	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	13.4	5.836	0.695	0.364
WLB2	13.38	5.369	0.669	0.35
WLB3	12.93	6.122	0.461	0.487
WLB4	13.23	6.23	0.611	0.417
WLB5	12.48	11.538	-0.383	0.838

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
16.35	9.977	3.159	5

II. Job Satisfaction (JS)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.876	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	28.05	27.103	0.348	0.887
JS2	27.59	23.88	0.71	0.853
JS3	27.82	24.204	0.776	0.848
JS4	27.97	26.447	0.517	0.87
JS5	27.85	24.976	0.617	0.862
JS6	27.64	25.92	0.723	0.856
JS7	27.82	25.151	0.596	0.864
JS8	28.26	24.248	0.612	0.864
JS9	27.87	25.167	0.752	0.852

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
31.36	31.447	5.608	9

III. Social Support (SS)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.51	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SS1	26.44	13.147	0.405	0.41
SS2	26.82	13.625	0.386	0.422
SS3	26.82	22.046	-0.549	0.692
SS4	25.95	14.945	0.198	0.49

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
29.38	17.822	4.222	9

IV. Job Performance (JP)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.866	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JP1	15.08	6.43	0.802	0.813
JP2	14.95	8.1	0.329	0.909
JP3	15.13	5.907	0.652	0.853
JP4	15	5.949	0.846	0.797
JP5	15.05	5.536	0.863	0.788

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
18.8	9.651	3.107	5

2) The Reliability Analysis for Actual Study

I. Work Life Balance (WLB)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.703	5

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
WLB1	14.13	8.155	0.683	0.56
WLB2	14.09	8.036	0.651	0.568
WLB3	13.57	7.99	0.578	0.598
WLB4	14.05	8.276	0.681	0.563
WLB5	13.56	13.02	-0.122	0.858

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
17.35	13.228	3.637	5

II. Job Satisfaction (JS)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.908	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JS1	29.37	38.838	0.541	0.908
JS2	28.88	38.53	0.666	0.899
JS3	29.03	37.249	0.791	0.89
JS4	29.26	36.004	0.714	0.895
JS5	29.01	36.412	0.765	0.891
JS6	28.93	38.268	0.674	0.898
JS7	29.12	38.183	0.637	0.901
JS8	29.37	36.544	0.668	0.899
JS9	29.08	37.898	0.748	0.893

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
32.76	46.978	6.854	9

III. Social Support (SS)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.628	9

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
SS1	25.72	16.864	0.489	0.55
SS2	25.96	17.065	0.496	0.55
SS3	26.2	22.987	-0.141	0.704
SS4	25.03	19.881	0.23	0.617
SS5	24.82	18.562	0.413	0.578
SS6	26.44	20.38	0.097	0.654
SS7	24.61	20.371	0.185	0.626
SS8	25.04	16.969	0.527	0.543
SS9	25.07	15.921	0.59	0.519

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
28.61	22.71	4.765	9

IV. Job Performance (JP)

Reliability Statistics	
Cronbach's Alpha	N of Items
0.911	5

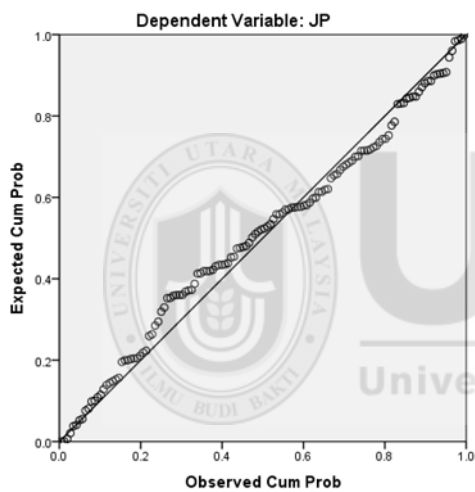
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
JP1	15.43	9.089	0.806	0.884
JP2	15.41	9.801	0.641	0.918
JP3	15.5	8.595	0.793	0.888
JP4	15.45	9.006	0.859	0.874
JP5	15.38	9.238	0.785	0.889

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
19.29	13.979	3.739	5

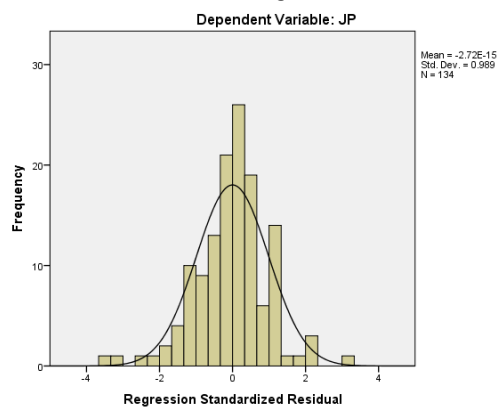
D. Normality Analysis

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
WLB	141	-0.468	0.204	0.201	0.406
JS	137	-0.314	0.207	-0.141	0.411
SS	137	-0.083	0.207	1.561	0.411
JP	141	-0.999	0.204	2.066	0.406
Valid N (listwise)	134				

Normal P-P Plot of Regression Standardized Residual



Histogram



E. Correlation Analysis

Correlations		WLB	JS	SS	JP
WLB	Pearson Correlation	1	.603**	.373**	.628**
	Sig. (2-tailed)		0	0	0
	N	141	137	137	141
JS	Pearson Correlation	.603**	1	.313**	.590**
	Sig. (2-tailed)	0		0	0
	N	137	137	134	137
SS	Pearson Correlation	.373**	.313**	1	.422**
	Sig. (2-tailed)	0	0		0
	N	137	134	137	137
JP	Pearson Correlation	.628**	.590**	.422**	1
	Sig. (2-tailed)	0	0	0	
	N	141	137	137	141

** . Correlation is significant at the 0.01 level (2-tailed).

F. Multiple Regressions Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 ^a	0.452	0.439	0.51804

a. Predictors: (Constant), SS, WLB, JS

b. Dependent Variable: JP

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.761	3	9.587	35.723	.000 ^b
	Residual	34.888	130	0.268		
	Total	63.649	133			

a. Dependent Variable: JP

b. Predictors: (Constant), SS, WLB, JS

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.119	0.333		3.358	0.001
	WLB	0.36	0.08	0.371	4.512	0
	JS	0.303	0.074	0.337	4.071	0
	SS	0.133	0.097	0.095	1.37	0.173

a. Dependent Variable: JP